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**Information on the New...
Union Management Services Branch**

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Introduction...

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The Union-Management Services Branch of the Canada Department of Labour is making available to unions and managements on a joint basis an entirely new service designed to assist in the development of a constructive relationship in order to help both parties resolve issues as they arise.

Through this service, the parties to collective agreements will have ready access to information and to case histories which should help them find a solution to many of their problems. The service should be particularly useful in the closed period of agreements, that is, between negotiations. The Union-Management Services Branch is prepared to assist unions and managements to establish committees or some other form of relationship, to tackle between-negotiations problems, and will also help both parties to obtain material applicable to specific subject areas.

The new Union-Management Services Branch program is flexible. It is adaptable to the varying needs of all types of industry and suitable to both large and small operations. The service is restricted to situations covered by a collective agreement and in which requests for service come from both management and union or unions. Information obtained through the service must be available to both parties.

In recent years there has been a trend toward longer contracts, three years or more, and this has taken place at the very time when the pace of change is increasing and when new problems are appearing. But whether a one-year or a three-year contract is in force many problems cannot be shelved until the

contract is again open for negotiation. Delays can lead to conflict, inefficiency in operations and break-downs in union-management relations. The decision to deal with problems promptly does not in any way mean an end to conflict but it does offer the means of dealing with conflict. Success depends on each side's sincerity and willingness to recognize the rights and responsibilities of the other.

Although the program of the Union-Management Services Branch is directed particularly to the closed period, its aim is to improve the atmosphere of contract negotiations. Union bargaining committees and management negotiators often find themselves handicapped by a heavy backlog of unsettled problems, many of which may be but indirectly related to the contract, but which hamper settlement of major issues.

A procedure that makes it possible to clear away these issues before the old contract expires is an important contribution to better bargaining. At the same time, the program of the Union-Management Services Branch enables both parties to gain a greater understanding of each other's viewpoint and to assemble information on specific issues which, at a later date, may be subject to negotiation.

Objectives...

The Union-Management Services Branch of the Canada Department of Labour has three main objectives:

1 TO PROMOTE A CONTINUOUS AND CONSTRUCTIVE UNION-MANAGEMENT RELATIONSHIP

The principle of collective bargaining is now accepted as a vital part of the economic and social structure of Canada. This means that unions and managements must, in their own interests as well as those of the entire nation, live and work together. There can be no on-and-off relationship; arguing during negotiations, and then trying to ride out the terms of the agreement until the next negotiations. There must be a continuous and constructive relationship.

This is the essential idea of the UMSB program. The relationship may be developed through a formal committee structure or by some less formal methods. Operating procedures and conditions vary widely in the world of work and what may be suitable in one circumstance may be quite inappropriate in another. It is for this reason that the UMSB program has been made highly flexible; adaptable to the special needs of all types of situations. The UMSB's aim is to provide the means through which conflict can be directed into constructive channels.

Past efforts to develop closer labour-management relationships have met with varying degrees of success. In some instances they have been based on the assumption that acceptance of a particular formula would lead to lasting peace and harmony; these expectations were often ill-founded for the key in developing a good relationship is the input by union and management in the program. The present UMSB program is modelled to meet today's conditions by making more information available on specific topics of mutual interest to union and management.

2 TO PROVIDE INFORMATION AND ASSISTANCE IN ISSUES THAT ARISE IN INDUSTRIAL RELATIONS

The service must be requested by both union and management. It is purely a voluntary plan. The type of assistance depends on the requirements of the two parties.

As has been pointed out, the UMSB can be helpful in establishing a procedure through which unions and management can maintain a continuing dialogue and work together on day-to-day problems. The Branch is in a position to provide information on the implementation and operation of these procedures in other organizations. An examination of these established situations will undoubtedly be helpful in determining the form best suited to a particular situation.

Setting up a committee and arranging meetings is only one step toward establishing continuing union-management relationship. In order to resolve conflict there must be a mutual willingness to tackle problems and to use all material available. There are various ways of using information. A common practice is to make a careful selection of pertinent material on the topics up for discussion. Information, from the UMSB point of view, means looking at the whole picture in an effort to find the best possible solution to a problem.

Once a continuing relationship has been established between union and management the Branch is able to provide useful information on various aspects of union-management problems. This factual material, now being assembled, will cover matters of concern to those engaged in collective bargaining. The subjects will be determined largely on the basis of actual requests. Every effort will be

made to keep the subjects and the material at a practical level, focusing on real issues in industrial relations.

It is proposed, as the program progresses, to develop informational packages on specific subjects. These may cover such topics as: wage payment systems; elimination of time-recording devices for hourly-rated employees; self-determination of starting and stopping times; incentive pay plans; work place communication systems; productivity bargaining; flexible or compressed work week; methods of adjustment to technological change and job enrichment programs. These are merely examples; the UMSB is prepared to provide informational assistance on most subjects of concern to the parties.

In effect, the facilities of the Union-Management Services Branch, through its headquarters and field staff, are available to interested parties wishing to obtain information useful in labour-management relations. The use made of this information is a matter for decision by the parties. The aim of the UMSB is to make the fullest possible information available to both parties on mutual problems that could lead to a deterioration of their relations if they were not discussed promptly and frankly.

3 TO PROVIDE SPECIAL INDUSTRIAL RELATIONS PROGRAMS

The facilities of the Union-Management Services Branch can also assist in organizing meetings, conferences, seminars and other forums for the exchange of information. The nature of the program will be determined by the participants so that the project will be suited to their special needs.

For example, the Branch could be of service to a management and union caught in a situation of deteriorating morale and rising conflict. A seminar on neutral ground would give management and union the opportunity to develop creative approaches to the problem and could lead to workshops for people, such as supervisors and stewards.

UMSB FACILITIES

The Union-Management Services Branch of the Canada Department of Labour, has its headquarters in Ottawa. Field offices in 13 industrial centres across the country are manned by personnel trained to assist unions and managements within the scope of the UMSB program.

In addition, the Branch has literature on union-management relations that may be obtained from the head office or any of the field offices. Through the UMSB the extensive research and development facilities of the Canada Department of Labour can be brought to bear upon matters of concern to the union-management community.

IT'S UP TO YOU

The initiative to make use of the facilities offered by the Union-Management Services Branch rests with union and management representatives who are engaged in the collective bargaining process. This is a program directed to fact-finding and problem-solving. It represents a new approach which, although by no means promising a solution to all union-management difficulties, does provide an opportunity to develop new methods beneficial to all concerned.

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SYNDICAT-PATRONAUX DIRECTION DES SERVICES

Bureau...

A VOUS DE JOUER

Il n'en tiens qu'aux représentants syndicaux et patronaux chargés de la négociation collective de recourir aux installations que la Direction des services syndicaux-patronaux met à leur disposition. Le programme a pour but d'examiner les faits et de chercher des solutions aux problèmes. Il constitue une nouvelle approche qui, bien qu'elle ne promette aucunement de surmonter toutes les difficultés syndicales-patronales, permet de mettre au point de nouvelles méthodes qui profitent à tous les intéressés.

3 ASSURER DES PROGRAMMES SPÉCIAUX DE RELATIONS INDUSTRIELLES

La Direction des services syndicaux-patronaux met également ses installations à la disposition des partis afin de les aider à organiser des réunions, des conférences, des colloques et d'autres tribunes en vue d'échanger des renseignements. Ici encore, il appartient aux parties en cause de déterminer la nature du programme, de façon qu'il corresponde à leurs exigences particulières.

Par exemple, la Direction pourrait aider un employeur et un syndicat pris dans un engrenage qui mine le moral et suscite le conflit. Un collègue mixte en terrain donnerait à l'employeur et au syndicat l'occasion d'élabo-rer des modes créatifs d'approche au pro-blème et pourrait aboutir à des ateliers de tra-bail pour d'autres gens, par exemple, les surveillants et les délégués syndicaux.

INSTALLATIONS DE LA DSSP

La Direction des services syndicaux-patro-naux, en tant que partie intégrante du minis-tere du Travail du Canada, a son administra-tion centrale à Ottawa. Un personnel formé en vue d'aider les syndicats et le patronat dans le cadre du programme de la DSSP compose les bureaux extérieurs sis dans treize centres in-dustriels au Canada.

En outre, la Direction dispose de documen-tation, qu'il est possible d'obtenir en s'adres-sant à l'administration centrale ou à tout bu-reau extérieur. Il est également possible, par-venu extrême, de recueire de la DSSP, de disposer des installations de recherche et de perfectionne-ment du ministère du Travail du Canada.

la nature des demandes régulées. Les responsatives. Un critère important de sélection sera mesuré par la Direction qui propose d'enrichir ses ressources documentaires. Les références au secteur industrielles. A mesure que le programme se développe, la Direction offre à la population porteur, par exemple, sur les modes de paiement des salaires. La suppression des horodateurs, le droit des travailleurs à fixer eux-mêmes les heures d'arrivée et de départ; les régimes de remunération au rendement; les systèmes de communication dans les établissements de travail; la nécessitation dans les organisations de travail techniques et d'adaptation aux transformations méthodes d'adoption d'un agent d'information patronaux, tant par son personnel de l'administration, joue le rôle d'un agent d'information extérieur, de leur être utiles dans leurs relations syndicales-patronales. L'utilisation que font les parties de ces renseignements relève entièrement des deux parties les renseignements les plus complets possibles, plutôt que des renseignements restreints dont l'une ou l'autre des parties s'arme dans une lutte sans fin.

De fait, la Direction des services syndicaux interagit pour les parties.

RELATIONS INDUSTRIELLES

QUI PEUVENT SURGIR DANS LES

CONCURRENT DIVERSIONS QUESTIONS

Comme il a déjà été souligné, la DSSP peut être utile en proposant une méthode qui permet aux syndicats et au patronat d'entretenir un dialogue constant et d'aborder ensemble les problèmes qui peuvent surgir. La direction est en mesure de fournir des renseignements détaillés sur l'expérience d'autrui en la matière. Un examen de cas établis aidera sans aucun doute à déterminer la formule qui convient le mieux à un cas particulier.

l'outre-mer, le simple fait de mettre sur pied un comité d'organiser des réunions ne suffit pas; il ne suffit pas d'aborder les problèmes et d'utiliser les renseignements objectifs dans l'intérêt commun. Il y a diverses façons d'utiliser les renseignements. La pratique courante consiste à les trier avec soin dans l'espace et de faire pencher la balance en sa faveur. Selon la DSSP, informer signifie analyser l'ensemble du tableau en tentant de trouver la meilleure solution possible au problème.

Après l'établissement des rapports constants entre le syndicat et l'employeur, la Direction peut fournir une foule de renseignements pratiques, qui se rapportent au monde du travail. Cette documentation, en voie d'être rassemblée, traitera de sujets jugés dignes d'intérêt pour ceux qui s'occupent de négociation collective, ou pour d'autres raisons.

Le principe de la négociation collective est maintenu comme élément essentiel

FAVORISER DES RAPPORTS SYNDICaux-PATRONaux CONSTANTES ET CONSTRUCTIFS

C'est là l'essence même du programme de la DSSP. Les rapports peuvent s'établir au moyen d'un comité à structure conventionnelle, ou suivant une méthode moins officielle. Les conditions et le mode de fonctionnement varient sensiblement et ce qui peut convenir dans un cas peut se révéler très insatisfaisant dans l'autre. C'est pourquoi le programme de la DSSP est très souple et peut s'adapter aux besoins particuliers de tous les genres de situations. La DSSP s'efforce d'établir un cadre dans lequel il est possible d'orienter les forces dans un certaines régions générales, connu plus ou moins de succès. Dans certains cas, il s'appuie alors sur l'hypothèse selon laquelle l'adoption d'une formule précise aboutirait à une paix et une harmonie durables; malheureusement, ces efforts syndicaux-patronaux lancé actuellement sont souvent revêtus mal fondés. Les pôles se sont souvent mal fondés. Les programmes se sont souvent mal fondés. Les syndicats sur une base réaliste et adaptée aux exi-

syndicaux-patronymes lance actuellement ses services
privés sur une base réaliste et adaptée aux exi-

Objectifs...
La Direction des services syndicaux-patronaux
du ministère du Travail du Canada
pour suit trois grands objectifs:

Le nouveau programme de la Direction est très souple; il n'y a aucune règle rigide à laquelle il faut se conformer. Il peut s'adapter aux besoins particuliers de tous les genres d'industrie et convient tant aux grandes entreprises que les cas prévus par les conventions collectives et exige la participation conjointe des deux parties. Il ne vise toute aux petites exploitations. Il ne vise toutes aux entreprises de toutes les genres d'industrie et convient tant aux grandes entreprises que les cas prévus par les conventions collectives et exige la participation conjointe des deux parties. Les conventions de ces dernières années ont tendance à porter sur une plus longue durée, soit trois ans et plus, au moment même où le rythme de l'évolution augmente et où des problèmes nouveaux et entièrement différents surgissent. Que la convention soit en vigueur pour une période de un ou de trois ans, il des sujets précis.

La Direction des services syndicaux-patro-naux du ministère du Travail du Canada assure aux syndicats et au patronat un service conjoint entièrement nouveau. Le but de cette innovation est de faciliter l'établissement de rapports constructifs qui contribueront à résoudre les questions à mesure qu'elles sont



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Introduction...



Dérection des Services Syndicaux-Partenaires

Renouvellement sur la nouvelle...

